

DEC 8 1952

MEMORANDUM TO:

A/PS - Mr. Drew	GER - Mr. Hefner
ARA - Mr. Csayo	IAD - Mr. Nordbeck
EUR - Mr. Pollack	PER - Mr. Montague
FE - Mr. Flake	REP - Mr. Burris
NEA - Mr. Moore	

FROM: A/MS - Paul Paddock

SUBJECT: Guidance, Appraisal, and Evaluation of Foreign Service  
Political Reporting.

Attached is a draft Department circular prescribing a system for the guidance, appraisal and evaluation of Foreign Service political reporting. Comments from your office would be appreciated.

This draft was written after extensive interviews with persons in the regional bureaus, Intelligence, and other units of the Department. It was determined that a system for the evaluation of political reporting would be valuable both to the Department and to the reporting officers. However, two qualifications usually were mentioned: the system must be a simple one, and discretion must be left to the field to determine which political subjects to report and which subjects to be handled on a priority basis.

The interviews also established that normally the desk officers would be able to dictate without undue inconvenience a one- or two-page guidance to their posts, indicating suggestions on which the Department would appreciate fuller reporting. In most instances, the desk officers already are writing approximately the same material in informal letters.

Similarly, it appears that the desk officer can dictate, without time-consuming research and drafting, a one-page analysis evaluating the over-all political reporting output of a post.

Concerning the proposed separate guidances and evaluations from the Regional Bureaus and Intelligence, there should be no conflict. There is a wide area where their interests overlap; there is also a line which separates them. Perhaps the distinction is best defined as follows: Intelligence is more interested in the depth of political reporting with emphasis on the long-term trends; the Regional Bureaus are more interested in the timeliness of the reporting as it affects the need for action by the Department either now or in the future. Also, the Regional Bureaus particularly welcome the personal opinions of the reporting officer in addition to a recital of the facts.

It would be appreciated if your comments could be received by December 15th.

State Dept. review completed

**SUBJECT: Evaluation of Political Reporting****1. Purpose**

This circular establishes a system for the evaluation of the political reporting of each Foreign Service post.

Effective date of this circular is \_\_\_\_\_.

**2. Component Steps in the System**

2.1 Three steps are involved in the operation of the system:

- a. Guidance to the post (suggestions from the Department concerning the subjects on which fuller reporting is desired).
- b. Appraisal of the individual reports
- c. Evaluation of the over-all political reporting output of the post.

2.2 The term "political reporting" includes all the telegrams, despatches, etc. on political subjects which a post transmits to the Department.

**3. Guidance to the Post**

3.1 The proper word is "guidance", not "instruction". Unlike some forms of economic reporting, full discretion must be left to the post as to the political subjects to be reported, the priority given to each, and the amount of material submitted. It is deemed helpful to the reporting officers, however, to receive suggestions from the Department at regular intervals concerning those subjects on which fuller reporting is desired or which may be new areas of interest.

3.2 The two principal end-users of political reports are the Regional Bureaus and Intelligence. Also, these are the offices where the distribution of the reports to other government agencies is determined (together with the Division of Communications and Records).

3.3 Intelligence already has established a routine for sending guidance to many posts. This circular broadens that routine as follows:

- a. The Regional Bureaus and Intelligence shall each prepare a guidance for those posts from which it desires political reports.
- b. The Intelligence guidances shall be submitted to the appropriate Regional Bureau for clearance; the guidances of the Regional Bureaus shall be submitted to Intelligence for comment.
- c. The first guidances shall be issued as of January 2, 1953 and subsequent ones shall be issued at two-month intervals thereafter. The Executive Director of each Regional Bureau and the Chief of the Acquisition and Distribution Division of Intelligence (IAD) shall be responsible for the maintenance of this schedule in his unit.
- d. No regulations are included concerning the format of the guidances. It is anticipated, however, that they shall be less than two pages in length, shall list suggestions on which fuller reporting is desired, and shall include an explanation as to why the requested material would be helpful. Due to the anonymity of correspondence from the Department, the wording should make clear whether the guidance originated in the Regional Bureau or in Intelligence.
- e. The policy of "country reporting" has been developed for many areas. In those countries, however, where a guidance is sent direct to a subordinate Foreign Service Post, a copy shall be sent to the supervising mission.

3.4 Before preparing a guidance, the drafting officer should review Chapter 400 of Volume IV in the Foreign Service Manual, "Political Reporting", as a reminder of the ramifications which this subject covers.

#### 4. Appraisal of the Individual Reports.

4.1 Administrative Circular 159 of August 6, 1952 established an annual

-3-

appraisal system for economic, political and administrative reports from the Foreign Service. This requested each departmental unit to set up a routine for rating individual material at the time it is received.

4.2 The bulk of political reporting is made up of telegrams and short despatches giving "spot news". Long, formal reports discussing an entire subject are, in comparison, few in number. In adhering to the above circular, the Regional Bureaus and Intelligence must not let the officers in the field gain the impression that the writer of the long report is favored -- by the appraisal records in his personnel dossier -- over the one whose work is mainly restricted to telegrams. Accordingly, where advisable, the appraisal of political reports is placed on an optional basis.

5. Evaluation of the Political Reporting of a Post.

- a. The Regional Bureaus and Intelligence shall each prepare an evaluation of the over-all political reporting output of each post to which they have sent guidances.
- b. Copies of the evaluations shall be exchanged between the Regional Bureaus and Intelligence for informational purposes.
- c. The first evaluations shall be prepared as of June 30, 1953 and subsequent ones shall be issued at six-months intervals. The Executive Director of each Regional Bureau and the Chief of the Acquisition and Distribution Division of Intelligence (IAD) shall be responsible for the maintenance of this schedule in his unit.
- d. No regulations are given here concerning the format of the evaluations. It is anticipated that they shall be approximately one page in length and shall analyze the effectiveness of the political reporting for the preceding six months.
- e. Before preparing an evaluation the drafting officer should review

-4-

Chapter 850, "Evaluation and Appraisal of Economic Reporting", of Volume III of the Foreign Service Manual. The standards which it establishes for evaluating economic reporting apply equally to political reporting.

f. If an evaluation is prepared for a subordinate Foreign Service post in an area where "country reporting" has not been established, a copy shall be sent to the supervising mission.